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PERSONNEL OFFICE ACCOMPLISHMENTS
CALENDAR YEAR 1952

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PERSONNEL OFFICE
ACCOMPLISHMENTS - CALENDAR YEAR 1952

1. General

The more important accomplishments of the Personnel Office during calendar year 1952 were concerned with improving and broadening the services offered by the Personnel Office and with strengthening the career service concept. The past year also saw the Agency become fairly well stabilized in its staffing. With personnel procurement limited largely to replacement of attrition, the emphasis shifted from recruitment to the development of a well-rounded personnel program. Steps in this direction during the year were the continuing improvement and simplification of personnel procedures and records, the beginning of the development of a personnel manual (which gave way to the new Agency system of regulatory issuances), the completion of the coding of the qualifications of employees and applicants and the establishment of this data on machine records, improved personnel statistical reports and reporting procedures, and increased emphasis on in-service placement activities and employee services. Calendar year 1952 also saw a beginning to the implementation of the Agency's policy for decentralizing certain administrative activities, including personnel operations.

2. Personnel Procurement

a. A statistical summary of personnel staffing is furnished in Tabs A through C. Although special recruitment, particularly to meet Project requirements, required intensive effort in certain areas,

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recruitment of non-clerical candidates became generally concerned with obtaining replacement personnel. The scarcity of qualified clerical candidates required that this phase of recruitment activity be conducted on a critical basis.

b. The lessening of quantitative requirements intensified the need for selectivity in the recruitment process. During the last six months of 1951, approximately 18% of the candidates considered for Agency employment were appointed. During 1952, only about 10% of the candidates applying were appointed. As a means of reducing unproductive recruitment contacts and as an aid to developing and exploiting productive sources, the Personnel Office completed the establishment of a comprehensive Lead/Source Index. This Index contains the names of individuals, colleges and universities, industrial concerns, associations, etc., with whom contact has been established. Source records are catalogued according to occupational groups and special skills and bear notations as to contacts made, security clearance of contacts, and results obtained. At the same time, an improved system for providing field recruitment officers with current personnel requirements information, including brief statements of qualifications desired, was established.

c. The schedule provided in Tab D reports the volume of typical work units in recruitment activity during the year.

3. Career Service Program

a. Upon approval by the Director of Central Intelligence of the program recommended by the CIA Career Service Committee, the Personnel

Office participated in the implementation of the program at all levels. Career Service Boards were established in all major organizational components and were assisted in defining and clarifying their functions and responsibilities.

b. Study of specific proposals concerning honor awards, hazardous duty pay, longevity awards, selection of professional personnel, and establishment of an executive inventory was undertaken by working groups established by the CIA Career Service Board, with active participation of Personnel Office representatives. Additionally, a variety of statistical and other data was furnished for these projects.

c. Installation of the Personnel Evaluation Report, approved as the basic tool of the Career Service Program, was accomplished. Appropriate regulatory and procedural materials, providing for the utilization of this reporting system in other personnel activities, were developed by the Personnel Office and an intensive training program was conducted jointly with the Office of Training. During the last three months of the year, action was initiated to obtain evaluations for all employees who had been on duty with the Agency for nine months or longer.

4. Placement and Utilization

a. Considerable progress was made in providing a placement program which goes beyond the initial assignment phase. Extensive use was made of the technique of follow-up interviews to determine the suitability of assignments from the point of view of the supervisor and the employee concerned. This method assisted supervisors and placement

officers in identifying mis-assignments before serious problems arose. Greater emphasis was placed on effecting reassignment or separation of employees whose performance was not satisfactory.

b. The recording of qualifications data was greatly improved by extension and refinement of machine records showing important personnel data, education, experience and other qualifications information. In completing this project, the Personnel Office developed code structures tailored to the Agency's needs and established current



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were coded in establishing these qualifications registers, which are used extensively for both in-service placement and statistical purposes.

c. A Placement Handbook, primarily for the use of Placement Officers, was published during the year. This handbook contains informational, regulatory and procedural material pertinent to placement and utilization activities.

5. Classification and Wage Administration

a. One of the more significant developments in the position classification program was extension of its survey activities to overseas locations. In order to determine the effectiveness of the classification program for the field, a team of analysts visited



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and conducted a comprehensive survey of a type which is contemplated for all overseas areas. This survey resulted in a number of recommendations regarding position allocations and staffing generally.

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b. Considerable progress was made in developing uniform titles and definitions for Agency positions and in establishing classification standards applicable to Agency positions. In this connection the Personnel Office developed a new format and questionnaire for obtaining job information for classification purposes.

c. Special procedures were established for review and action on recommendations concerning positions in grades GS-16, 17, and 18. A committee of key officials was established to review proposals for the establishment of positions at these levels as well as proposals for the assignment of individuals to these positions. A comprehensive review was made of all existing and potential super-grade positions of the Agency and a report prepared recommending allocations of these positions to the Review Board. In this connection, information was obtained on super-grade positions in other Federal agencies, and a recommendation was submitted as to the number which could appropriately be authorized for this Agency.

d. A detailed analysis of the grade distribution of T/O positions as compared with the grade of the incumbents thereof was prepared for each Office. Additional reports prepared covered the distribution and grade level of administrative positions, and a listing of Agency positions by special categories (professional, technical, clerical, etc.).

6. Testing Program

a. The schedule provided in Tab D reflects the volume of typical work units in the testing activity.

b. The research program of the testing service was considerably broadened during the year. Projects were developed in the following areas: reliability studies of tests currently used; experimental "tryout" of new tests; validity studies on skill tests in terms of predicting performance in training and in "on-job" situations; and revision of normative data for Agency populations. The services of a consultant from the Educational Testing Service were obtained to advise on the testing services offered generally and on research problems particularly.

7. Employee Services

a. An informational handbook, Your Job in the Central Intelligence Agency, was developed and published for distribution to all Agency personnel. This handbook provides general information about the Agency, conditions of employment, and other material of interest to individual employees.

b. An orientation program was initiated by the Personnel Office to assist all new employees in acquainting themselves with the Agency. This is in addition to the comprehensive orientation course for professional employees, provided by the Office of Training, which is offered only once each quarter and is not designed to provide information on such subjects as leave, employee services, retirement benefits, etc. In addition, incoming clerical personnel now receive an intensive two-day training session in Agency administrative procedures while in the Interim Assignment Branch of the Personnel Office.

c. Security considerations have in the past made it difficult, if not impossible, for certain groups of Agency personnel to obtain low-cost hospitalization and surgical insurance. During the year, various solutions to this problem were explored and a plan for providing insurance service in cooperation with Group Hospitalization, Inc. was adopted. An Employee Services Staff has since been established to administer this program.

d. Early in the year the Personnel Office initiated a program of presentations on various personnel topics of interest to personnel and administrative officers throughout the Agency. Typical subjects presented included Civil Service retirement, personnel procurement, separation of unsatisfactory employees, and the Agency's position classification program. In addition, the Personnel Office participated in a program sponsored by the Office of Training designed to acquaint key Agency officials with general programs and problems of an administrative nature.

e. Improved service in the processing of compensation claims and retirement fund contributions and refunds was made possible by the establishment of special secure channels within the Federal Agencies involved for handling these cases. Simplified procedures for obtaining administrative approval of unusual leave requests were also established.

f. Services offered to employees and their dependents preparing for overseas assignments have been improved and expanded. An informational booklet providing general processing instructions and general items regarding overseas conditions has been initiated.

8. Personnel Records and Reports

a. Installation of the standard personnel records system contained in the Civil Service Commission's Handbook S-812, Basic Personnel Records and Files System for Federal Agencies, was completed. Service Record Cards (SF 7) were converted to this system, and procedures for establishing the Employee Record Card (OF 4b) in the operating offices were developed and later installed. Standard Form 52, Request for Personnel Action, was adopted for Agency use and a comprehensive instruction pamphlet regarding the initiation and processing of personnel actions was prepared and published. Simplification of procedures for effecting personnel actions involving a transfer of funds was undertaken.

b. Responsibility for the production of all personnel statistics and for record-keeping and processing of tables of organization and personnel ceilings was transferred to the Personnel Office during the year. Plans for a consolidated monthly statistical report were developed.

9. Organizational Changes



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b. Following a survey of the activities and operations of the Testing, Standards and Training Branch of Personnel Division (Overt), this Branch was re-organized. Responsibility for operation of the personnel pool was assigned to the newly-activated Interim Assignment Branch, and the clerical training function was transferred to the Office of Training. The testing function was placed in the newly-established Testing and Evaluation Division.

c. In order to describe the functions and responsibilities of these components more appropriately, the Personnel Studies and Procedures Staff was re-named the Research and Planning Staff and the Career Management Division became the Career Development Staff.

d. A chart showing the organization of the Personnel Office at the close of the year is attached as Tab E.

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